

NorthBay Medical Center New Hospital Fund Campaign



An Open Letter to the Community

Over the years, NorthBay Medical Center has become one of the most important institutions in Solano County, admitting 5,300 patients each year, treating more than 27,000 sick and injured in its emergency room annually and delivering over 1,400 babies each year.

NorthBay has been here for all of us because an earlier generation built and equipped the hospital with their gifts of time and money. We have accepted volunteer positions in the NorthBay Medical Center New Hospital Fund Campaign because we believe that our generation has a responsibility to do its part to continue the invaluable work of this institution.

As a community-owned and governed hospital, NorthBay Medical Center was born of a strong community partnership which has always included broad grassroots support. This involvement of the community in the governance, operation and financial strength of our hospital has assured the provision of quality, compassionate health care in a warm, caring environment. Indeed, quality and compassion have been NorthBay hallmarks ever since the hospital opened its door 31 years ago.

The American health care industry is currently undergoing rapid and dramatic change. As a result, hospitals are experiencing serious financial pressures. These pressures make it more and more difficult to simultaneously provide high quality, personalized patient care and fund the modern physical plant and leading-edge technology desired and demanded by patients and physicians.

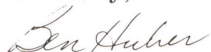
Most American not-for-profit hospitals are turning to their communities for philanthropic support of major expansions, renovations and equipment purchases. These community partnerships have become essential to the continued provision of quality health care. NorthBay Medical Center is no exception to this trend.

The need to replace NorthBay Medical Center deserves our community's support. The new hospital that is built, in stages, over the next decade or so will provide for our health care needs well into the next century. Successful completion of Phase I of the new hospital is the foundation on which the entire project depends. The sort of community that Fairfield and upper Solano County becomes, and the quality of life we enjoy, will be determined in part, by the quality of health care available to our residents and businesses.

We believe, therefore, that this campaign to help provide a new Maternity Department, Newborn Intensive Care Unit and Critical Care Unit is one of the most important community efforts ever conducted in Solano County.

Our families and employees need our hospital. Won't you join us in helping to ensure the future of this great community tradition?

Sincerely,



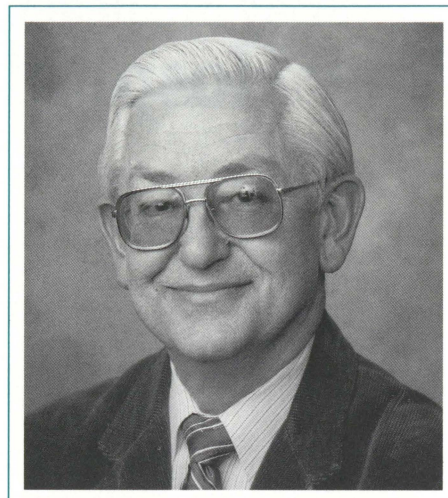
Ben Huber
Chair

New Hospital Fund Campaign

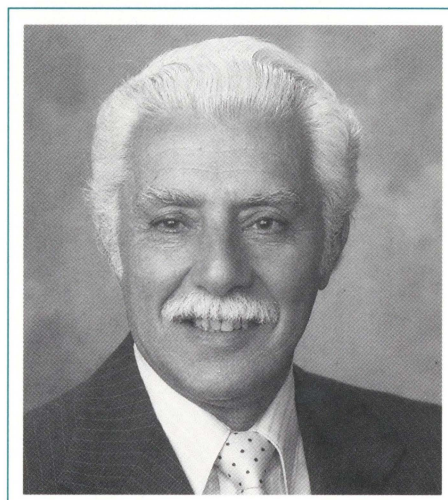


Max Rossi
Chair

NorthBay Healthcare Foundation



Ben Huber



Max Rossi

NorthBay Medical Center Caring, Quality, Community-based Health Care

Yesterday, Today...

In 1960, supported by local businesses and families, Fairfield's first local health care facility, Intercommunity Hospital, opened its doors. Since 1960, this not-for-profit community hospital has grown from a 32-bed primary care facility to a comprehensive Medical Center with 111 beds. This progress reflects the population expansion of the area as well as an ongoing commitment by the Medical Center's board to provide excellent medical care for the residents of upper Solano County.

Today, NorthBay Medical Center is one of the most important institutions in Solano County because its services are critical to every resident, business and industry in the region.

NorthBay Medical Center:

- Provides the only civilian emergency medical services in Fairfield, treating almost 27,000 patients in its ER each year.
- Admits 5,300 patients annually.
- Delivers more than 1,400 babies each year.
- Operates the only licensed Newborn Intensive Care Unit in Solano and Yolo Counties.
- Employs more than 800 people.
- Is served by an active medical staff of over 100 doctors.
- Is blessed with the services of the 350 volunteers of the NorthBay Hospital Guild.
- Has an annual payroll of \$14 million which pumps some \$70 million through the area economy each year.

NorthBay Medical Center is a not-for-profit community-owned and governed hospital that accepts all patients regardless of race, color, creed or financial circumstances. It is fully accredited by the Joint Commission on Accreditation of Healthcare Organizations and is licensed by the State of California.

Governed by a hardworking, volunteer Board of Directors, the hospital continues to evolve in response to the community's needs. Over the years, this commitment to quality health care close to home has provided the citizens of Solano County with leading edge medical technology and practitioners in a warm, caring environment.



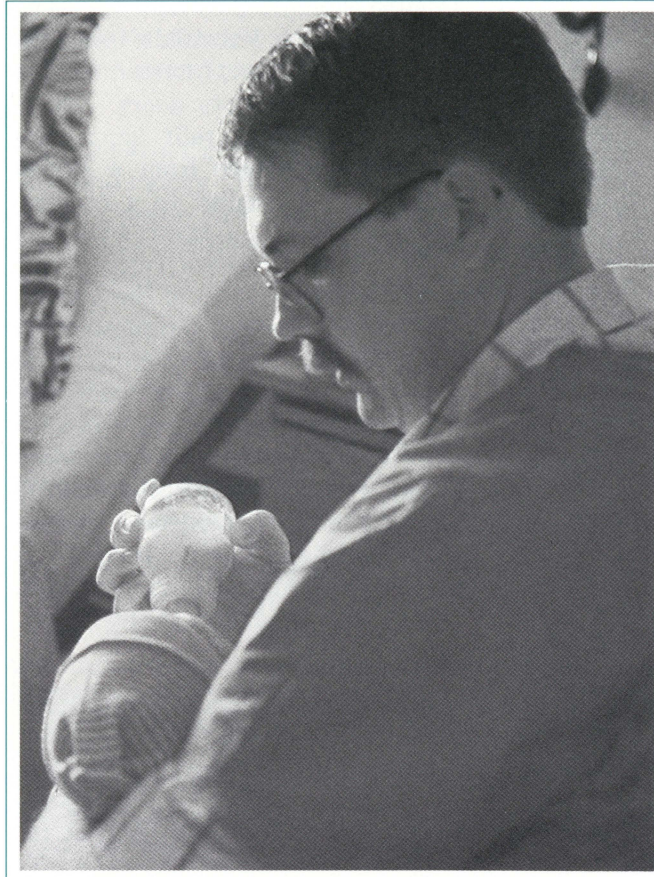
...and Tomorrow

During the 1980's Solano County was California's ninth fastest-growing county. In the '90s, this trend is expected to continue with Solano County projected to be one of the four fastest growing counties in northern California.

This population increase is putting tremendous strain on NorthBay's facilities. When the existing NorthBay Medical Center was built in 1977, the community built what the community could afford at that time. Although the hospital structure was adequate to 1977 needs, parts of the building are inadequate to current needs, and all parts of the building will become inadequate for the services they house over the next ten years. Changes in medical science and technology have changed the manner in which health care is most effectively delivered. The existing NorthBay physical plant, built as a family practice hospital, simply does not have the flexibility to be adapted to the changes brought on by advances in medical technology and by the Medical Center's shift toward a specialty oriented, acute care hospital.

Services provided by the Medical Center need more room than is currently available and the existing building was not constructed to allow for vertical expansion. Moreover, much of the existing building will not support the medical technology of the '90s and it is no longer fiscally prudent to continue to retrofit cramped facilities for technology they were not constructed to accept.

To respond to these growing demands, the boards of directors of the



NorthBay Healthcare system have devised a plan to replace, in stages, the entire NorthBay Medical Center on its existing site. The plan calls for a four-phase construction project to be accomplished over the next ten to fifteen years. Ground has already been broken for the first phase of the replacement project and the new Phase I building will open in 1993.

The next three phases of the hospital replacement project will follow the completion of Phase I. The new Medical Center will provide the space and facilities to support the medical needs of the citizens of Solano County beyond the year 2000.

The Hospital Replacement Project

Phase I.

Phase I construction will address the Medical Center's most pressing needs — the replacement of the Maternity Department, the Newborn Intensive Care Unit and the Critical Care Unit, as well as providing a new hospital entrance, main lobby, registration area and electrical/mechanical systems. In addition, Phase I construction will provide the space in which a much larger Emergency Department will eventually be housed. A new three-story building, to be constructed on the site of the existing Emergency Room parking lot, will increase the size of the Medical Center by 75% and will provide a basis for replacing the rest of NorthBay Medical Center over the next ten to fifteen years.

Maternity Department

The Medical Center delivers 38% more babies now than in 1977, and deliveries are expected to increase another 33% by the year 2000. In fact, the Maternity case load has already increased so much that NorthBay has had to physically split the childbirth service into Labor/Delivery and Postpartum/Recovery sections located in different areas of the Medical Center. At a time when patients are demanding one-room, family centered delivery, current NorthBay space restrictions require that the mother change rooms four times during her stay. In addition to disturbing the mother, room changes require an extraordinary amount of nurses' time which would best be spent on more productive patient care.

The need to physically split the Maternity Department has made it impossible to locate the Well Baby Nursery and the Newborn Intensive Care Unit close to both Maternity sections. Therefore, a mother can never be assured that her room will be close to her baby.

Moreover, labor rooms are too small and become crowded when the required fetal monitoring equipment is in use. Such overcrowding leaves room for only one person to be with the laboring mother. Rooms are institutional in appearance, filled with hi-tech medical equipment and do not lend themselves to a family-centered birthing experience. In addition, existing rooms do not have private baths. Up to four women must now share one bathroom.



In the new Maternity Department, all maternity services will be consolidated in one location. The current two Labor/Delivery rooms will be replaced by a modern suite of eight Labor/Delivery/Recovery (LDR) rooms and two C-Section rooms. Labor, delivery and recovery will all take place in one attractive, comfortable room so that the mother will not need to change rooms. Postpartum rooms will increase from the existing eight beds to thirteen beds.

During labor, monitoring equipment will allow nurses to check labor progress and the well-being of the unborn child from the nurses' station. Each new LDR room will be much larger than existing rooms in order to accommodate family members and equipment as well as doctors and nurses. Each room will have a private bath.

Newborn Intensive Care Unit

NorthBay Medical Center has the only licensed Newborn Intensive Care Unit (NICU) in Solano and Yolo Counties. This Unit, for premature and critically-ill infants, is now crammed to capacity. It is licensed for three bassinets but currently serves an average of six babies. Demographic forecasts for the area predict a continued growth in demand for these services. As the region's population increases, premature or seriously ill infants will have to be turned away if this important service is not expanded.

In Phase I, the Newborn Intensive Care Unit will triple in size from three to ten bassinets. The Unit will also have an isolation room for two infants. The new NICU will be lo-



cated adjacent to the postpartum rooms so that critical babies will be easily accessible to their mothers who are still recovering from giving birth. In addition, rooming-in quarters will be available on the Unit so that the parents of a critically-ill child may stay overnight.

While the current equipment in the Newborn Intensive Care Unit is state-of-the-art, a larger NICU will require purchasing substantial amounts of expensive technology for each new bassinet.

In summary, the new Newborn Intensive Care Unit will be much larger to meet the critical and growing need for these services in Solano and Yolo Counties.

Critical Care Unit

This unit provides both intensive and coronary care, and currently contains ten beds.

The Critical Care Unit (CCU) has experienced a dramatically increased patient load in recent years. This increase is due to both population expansion in the Medical Center's service area and to a greatly increased number of trauma cases referred from the NorthBay Emergency Room. Most of these patients are cared for in the Critical Care Unit. Forecasts predict an increase of 270% in CCU patient admissions by the year 2000. These pressures have created the need for additional CCU beds.

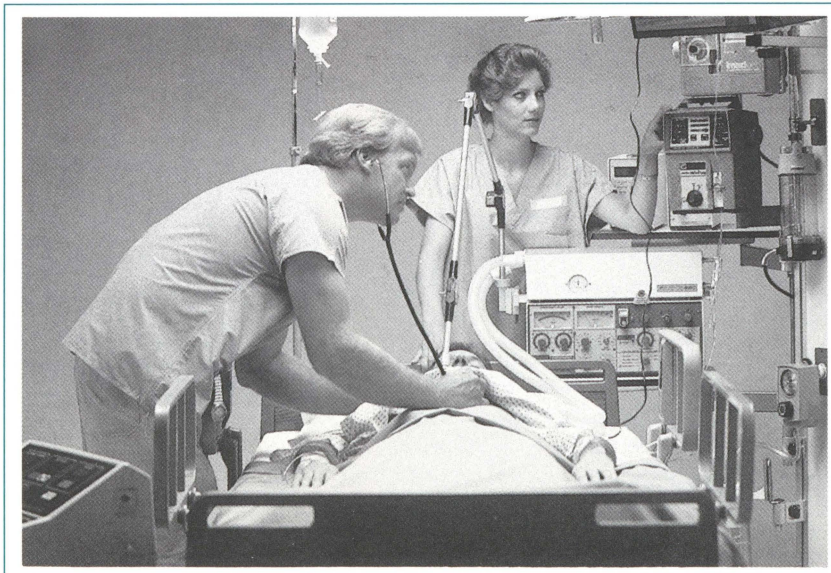
Not only are more Critical Care Unit rooms needed, but each room needs to be much larger in order to handle state-of-the-art medical technology. When the current unit was built, CCU patients used an average of eight pieces of equipment. Now, each patient requires some fifteen different pieces of medical equipment. Since the existing Unit was not built to

handle this, each room has become crammed with medical gear.

The new Critical Care Unit will have sixteen beds (versus the existing ten) and each CCU room will be adequate in size and design for the technology of the '90s and beyond. Unlike the current unit, all sixteen of the new rooms will have clear sight lines from a nurses' station so that they can be visually monitored. Moreover, a shelled-in, but unfinished, area adjacent to the new sixteen-bed CCU will hold space for eight additional rooms that can be filled-in when expansion is needed in the future.

In the new CCU, all rooms will be large enough to accommodate the increased amount of medical equipment now used to treat and monitor patients. State-of-the-art medical equipment will support staff in providing a high quality health care environment. For example, existing CCU beds will be replaced with hi-tech beds that can be used for x-rays, transport and weighing. Patients will no longer need to be transferred from one bed to another for these functions. Computerized bedside charting will allow nurses to enter notes into patient records from the patient's bedside. Computerized monitoring will allow nurses to check patients' monitors from the nurses' station or from another patient's room.

In summary, CCU patients will be more comfortable because nurses and doctors will have the facilities needed to provide the best medical care possible. The new Unit will not only increase the number of rooms available but will bring a state-of-the-art Critical Care Unit to NorthBay Medical Center.



The Hospital Replacement Project Funding the New Medical Center

The total cost of constructing and equipping all four phases of the NorthBay Medical Center replacement project is estimated to be at least \$80 million. Phase I construction (to include the new Maternity Department, Newborn Intensive Care Unit, Critical Care Unit, and new lobby and patient admitting and registration areas) will cost \$17.7 million.

The financing plan for Phase I construction calls for NorthBay to spend all of the \$13.7 million it has saved for facility replacement and to borrow the remaining \$4 million. The hospital's Phase I budget, however, does not include all of the funds necessary to purchase hi-tech medical equipment and technology for the new Maternity Department, Newborn Intensive Care Unit and Critical Care Unit. The equipment shortfall may be as high as \$2 million. This equipment is absolutely essential to the operation of the most critical services to be replaced in Phase I construction.

Accordingly, the NorthBay Hospital Group Board of Directors has asked the NorthBay Healthcare Foundation to consider raising all or part of the funds to pay for this vital equipment through an area-wide capital fundraising campaign.



The NorthBay Healthcare Foundation

Established in 1987, NorthBay Healthcare Foundation is a tax-exempt, not-for-profit organization governed by a volunteer Board of Directors that serves without compensation. The Foundation's primary objective is to raise funds, through charitable gifts, to support NorthBay's mission in the community. The Foundation has initiated a variety of fundraising programs in support of NorthBay Medical Center and VacaValley Hospital, including an annual fund, various special events, and a planned giving program.

The New Hospital Fund Campaign

The NorthBay Medical Center New Hospital Fund Campaign is being organized and conducted by the NorthBay Healthcare Foundation in a twelve- to fifteen-month period beginning in June, 1990. The Foundation hopes to raise as much of the \$2 million cost of funding Phase I medical equipment as possible. The New Hospital Fund Campaign's minimum goal is \$1.4 million.

The Campaign will first seek gift support from the hospital family (members of the NorthBay boards, medical staff, employees, and the Guild). Volunteers will then request contributions from individuals, families, corporations, and foundations within the hospital's primary service area.

Gift Structure Necessary to Success

In order to raise \$1.4 million, the campaign will require a number of substantial commitments. Almost all capital fundraising campaigns receive at least 85 percent of their funds from no more than fifteen percent of the donors to the campaign. Generally, the breakdown of gifts necessary to a successful \$1.4 million campaign is something like this:

Gifts		Cumulative Total	
1 gift of \$150,000	=	\$ 150,000	= \$ 150,000
2 gifts of \$100,000	=	\$ 200,000	= \$ 350,000
2 gifts of \$ 50,000	=	\$ 100,000	= \$ 450,000
10 gifts of \$ 30,000	=	\$ 300,000	= \$ 750,000
20 gifts of \$ 10,000	=	\$ 200,000	= \$ 950,000
30 gifts of \$ 5,000	=	\$ 150,000	= \$ 1,100,000
50 gifts of \$ 3,000	=	\$ 150,000	= \$ 1,250,000
Many gifts of <\$3,000	=		= \$ 1,400,000

200 gifts

Total \$ 1,400,000 plus

Note:

As may be readily determined from this chart, a campaign for \$1.4 million that receives no \$150,000 gift, must "makeup" 10.7% of its goal in additional gifts of \$3,000 to \$100,000. Similar adjustments are necessary when other large gifts are not obtained in the numbers necessary to success.



Campaign Donor Recognition Plan

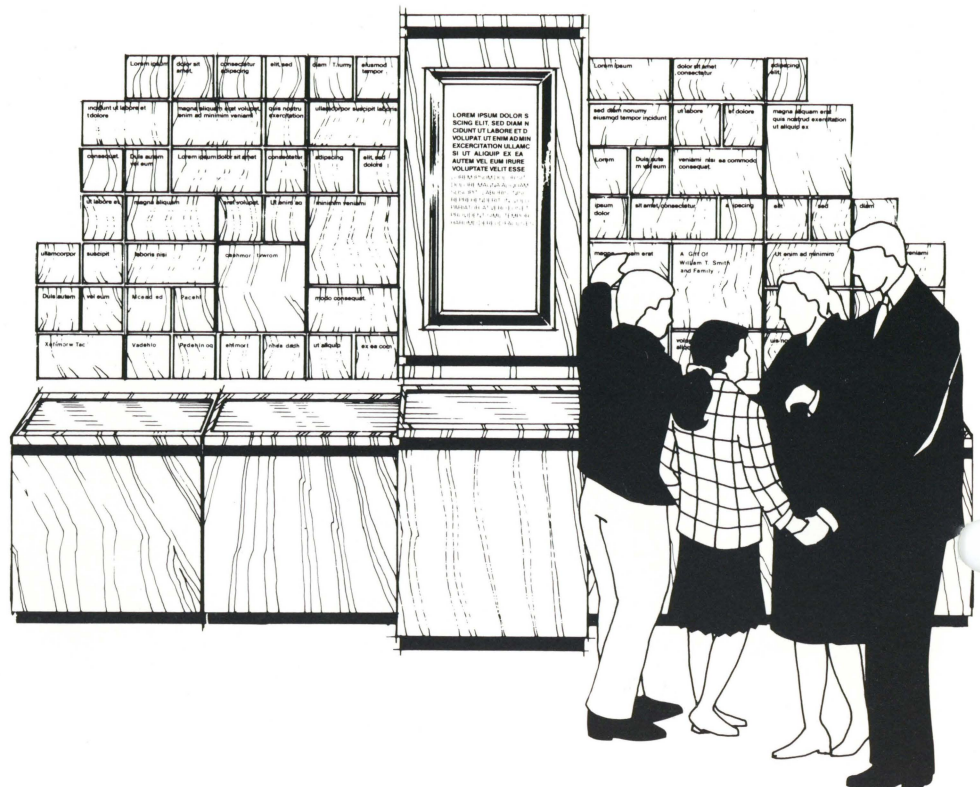
The Board of Directors of NorthBay Hospital Group and the Board of Directors of the NorthBay Healthcare Foundation wish to recognize donors to the New Hospital Fund Campaign in a manner that will reflect appropriate credit to these individuals, families and organizations and help inspire others to follow their generous examples. Accordingly, a master donor recognition plan has been developed by the Foundation to honor campaign donors of \$3,000 or more.

Donor Recognition Wall

All donors of \$3,000 or more (campaign pledges of \$1,000 or more per year for three years) will be entitled to have a permanent plaque in their honor on the Donor Recognition Wall to be constructed in a prominent place in the new hospital. After the campaign, plaques on this donor wall will recognize gifts in four categories:

- \$ 3,000 to \$ 9,999
- \$ 10,000 to \$29,999
- \$ 30,000 to \$99,999
- \$100,000 or more

Each of these four gift levels will have different plaque sizes. Donors of larger gifts will be recognized accordingly.



"We make a living by what
we get, but we make a life by
what we give."

Winston Churchill

NorthBay Medical Center New Hospital Fund Campaign Named Gift Opportunities

To Name:

Gift Commitment:

Maternity Department

1. The entire Maternity Department.....\$150,000
2. Well Baby Nursery..... \$100,000
3. Labor/Delivery/Recovery Nurses' Station..... \$ 30,000
4. Postpartum Nurses' Station.....\$ 30,000
5. Postpartum Rooms (9).....\$ 15,000 each
6. Labor/Delivery/Recovery Rooms (8).....\$ 15,000 each

Newborn Intensive Care Unit

7. The entire Newborn Intensive Care Unit.....~~\$150,000~~ Taken
8. NICU Nurses' Station..... \$ 50,000
9. Isolation Room..... \$ 30,000
10. NICU Parents' Rooming-In Quarters.....~~\$ 15,000~~ Taken

Critical Care Unit

11. The entire Critical Care Unit..... \$150,000
12. CCU Nurses' Station (2).....\$ 50,000 each
13. CCU Patient Rooms (10)..... \$ 30,000 each
14. Emergency Kidney Dialysis Room..... \$ 30,000

First Floor of the New Wing

15. Main Hospital Lobby..... \$100,000

NOTE:

Assignments of gift amounts for the naming of the rooms and services listed above are arbitrary and do not reflect the actual cost of building and equipping each Named Gift Opportunity. Amounts are based on relative cost and upon the general desirability of naming each function.

Named Gift Opportunities

Donors of \$15,000 or more, in addition to being entitled to Donor Recognition Wall Plaques, may have the opportunity to name (for themselves, their families, their businesses, or a person or persons of their choice), a room, department or other functional space within the new hospital wing. A plaque naming the room will be placed inside or adjacent to the entrance to the space named by the donor. In addition, when a donor names a major component of the new wing (Maternity Department, CCU or NICU), all NorthBay Medical Center literature referring to that component will carry the donor's name.

New Hospital Fund Campaign Cabinet

Ben Huber, *Chair*
Russell Albers, *Vice Chair*

Frank Andrews, Jr.
Manuel Campos
Michael H. Donnellan
Clare Ficklin
Walter Graham
Larry Griffith
Jeffery B. Hopkins
M.G. McManigal
Craig Martin
Donald Moriel
Martha Orr
Albert Porter
Max Rossi
Jack Russell
Don Simon
Walter Sunderman
George Tomasini

NorthBay Healthcare Foundation

Max Rossi, *Chair*

Joe Della Zoppa
Jackie Forrester
Wanda Fulton
Ben Huber
Mary Mancini, M.D.
Craig Martin
Tom McNunn
Gary J. Passama
Stephen Power
Don Simon
Jim Spering
Joe Stocking
Walt Sunderman
Jon Unger



**NORTH BAY™
HEALTHCARE FOUNDATION**

1800 Pennsylvania Ave.
Fairfield, CA 94533
707/ 429-7866
707/ 429-7791

NorthBay Hospital Group

Manuel Campos, *Chair*

William J. Carroll
James B. Hopkins
Archie Humphrey
M. Tracy Johnson, M.D.
Martha S. Orr
Gary J. Passama
Gretchen D. Shilts
Robert M. Takamoto, M.D.
George Tomasini

NorthBay Healthcare Corporation

George Tomasini, *Chair*

Russell Albers
Manuel Campos
Walter Graham
Martha S. Orr
John Parkinson, M.D.
Gary J. Passama

NorthBay Healthcare Services

Walter V. Graham, *Chair*

Russell Albers
Michael F. Cavanagh
John E. Parkinson, M.D.
Gary J. Passama
Albert Porter
Mark S. Sievers

Employee Gifts Division

Employee Chairs

NorthBay Medical Center

Alvin Crump
Mary Hennessy-Fischl
Carol Kvamme
Judy Paiz

VacaValley Hospital

Vickie Dickens
Lesli Kostiz
Patty Wade

Medical Staff Gifts Committee

**David S. Johnson, M.D.
*Co-Chair***
**Mary E. Mancini, M.D.
*Co-Chair***

Philip Chase, M.D.
Jose Chicarino-Netto, M.D.
Donald Doyle, M.D.
Craig Gillespie, M.D.
Mark Harris, M.D.
Florian Ploch, M.D.
Robert Takamoto, M.D.
Terrell VanAken, M.D.

NorthBay Medical Center Medical Staff Officers

Donovan Shively, M.D.
Chief of Staff
James McMahon, M.D.
Deputy Chief of Staff
Gary Matsumura, M.D.
Secretary, Treasurer

NorthBay Hospital Guild Managment Committee 1991

Helen Dougherty, *Chair*

Shirley Branch
Helen Clark
Carol Graham
Juanita Tomasini
Helen Vineyard
Louise Wenger

NorthBay Healthcare Corporation Executive Staff

Gary J. Passama, President and CEO
William E. Hawn, President
NorthBay Healthcare Services
Michael A. Marini, President
NorthBay Hospital Group
Milton J. Smith, President
NorthBay Healthcare Foundation
Elnora Cameron, Vice President
Raoul Miranda, Vice President
Al Podkin, Vice President